

Horizon 2020

Elaboration d'un Business Plan pour la partie "Impact" de la proposition

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Disclaimer

This presentation is building on the experience feedback of the team at LGI and is not meant to be exhaustive

It reflects the sole views of LGI Consulting and not any other party

Agenda points



1. Business Model, Business Plan
2. Impact section in H2020 proposals
3. Tips for a business plan in the Impact section
4. Q&A
5. About us

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Business Model & Business Plan

➔ The Business Model represents the organization (including stakeholders) needed to develop a business

- *Representation of the organization*
- *Stakeholder interactions (strategic, systemic, synergies, financial, operational...)*
- *Present & future*

➔ The Business Plan represents the objectives of the business and plans to reach these

- *Goals*
- *Plans to reach them*










Reference representation: BM Canvas

The Business Model Canvas

Designed for: _____ Designed by: _____

Date: _____

Iteration: _____

Key Partners 	Key Activities 	Value Propositions 	Customer Relationships 	Customer Segments 
	Key Resources 		Channels 	
Cost Structure 		Revenue Streams 		

www.businessmodelgeneration.com

The Business Model Canvas is a trademark of Alexander Osterwalder and Yves Pigneur. It is a registered trademark of Strategy First. All rights reserved. © 2010-2015 Strategy First. All rights reserved.

This is one representation
model among others

Reference: BM Canvas (Osterwalder)

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What the template says 1/3

2.2 Measures to maximise impact

a) Dissemination and exploitation of results

Provide a draft **'plan for the dissemination and exploitation of the project's results'**.

Show how the proposed measures will **help to achieve the expected impact** of the project.

The plan, should be proportionate to the scale of the project, and contain measures **to be implemented both during and after the end of the project**.

For innovation actions, in particular, please describe a credible **path to deliver these innovations to the market**.

What the template says 2/3

*This plan should describe, in a concrete and comprehensive manner, the **area** in which you expect to make an impact and **the potential users** of your results. Your plan should also describe **how you intend to use the appropriate channels** of dissemination and interaction with potential users*

*Consider the **full range of potential users and uses**, including research, commercial, investment, social, environmental, policy-making, setting standards, skills and educational training where relevant.*

What the template says 3/3

*Your plan should give due consideration to the **possible follow-up** of your project. Its exploitation could require **additional investments, wider testing or scaling up**. Its exploitation could also require other pre-conditions like regulation to be adapted, or value chains to adopt the results, or the public at large being receptive to your results.*

Include a **business plan** where relevant.

Summary of expectations

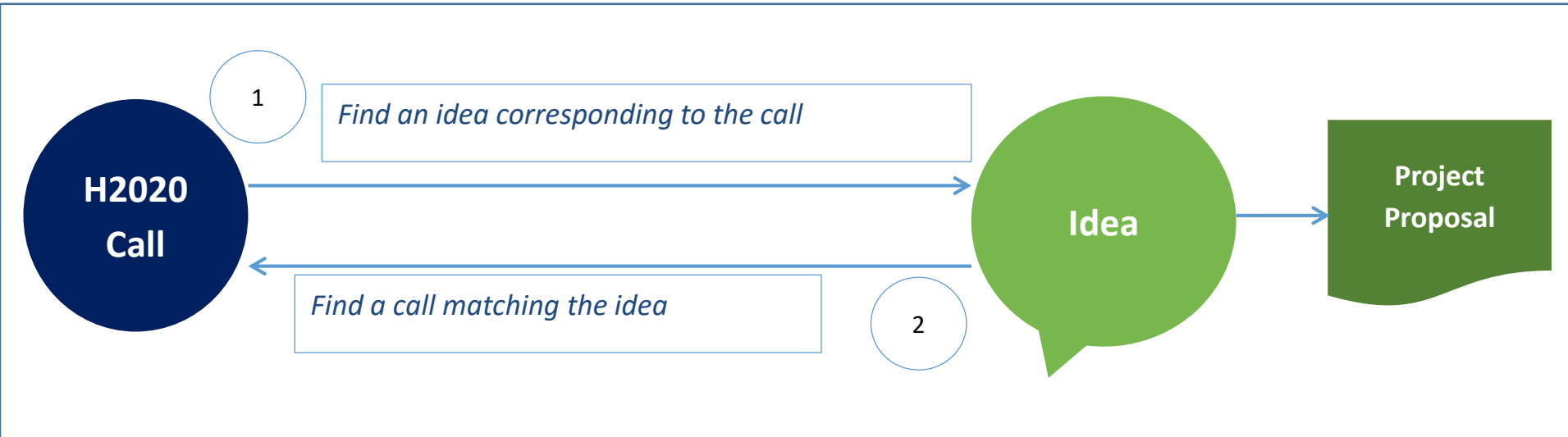
- Identify all users and uses → **stakeholder analysis, value chains, market analysis**
- Measures to reach the impact during & after the project → **market mechanisms**
- Interacting with users → **market channels**
- Path to market innovations → **mid- to long-term marketing strategy**
- Additional developments → **post-project plans, including possible funding sources & non-technological obstacles/solutions**
- “Business plan” (*sensu stricto*) → **costs & revenues over time**

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Define a collective strategy



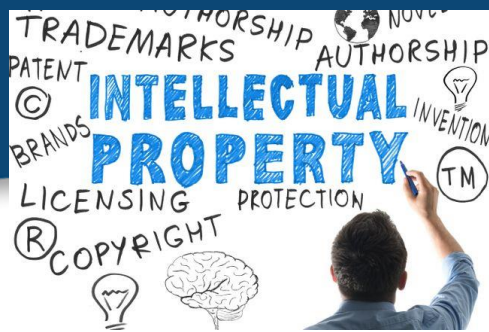
In line with

- The call text and EC expectations
- Project collective strategy / partners' innovation strategies



Align business plan & exploitation strategy

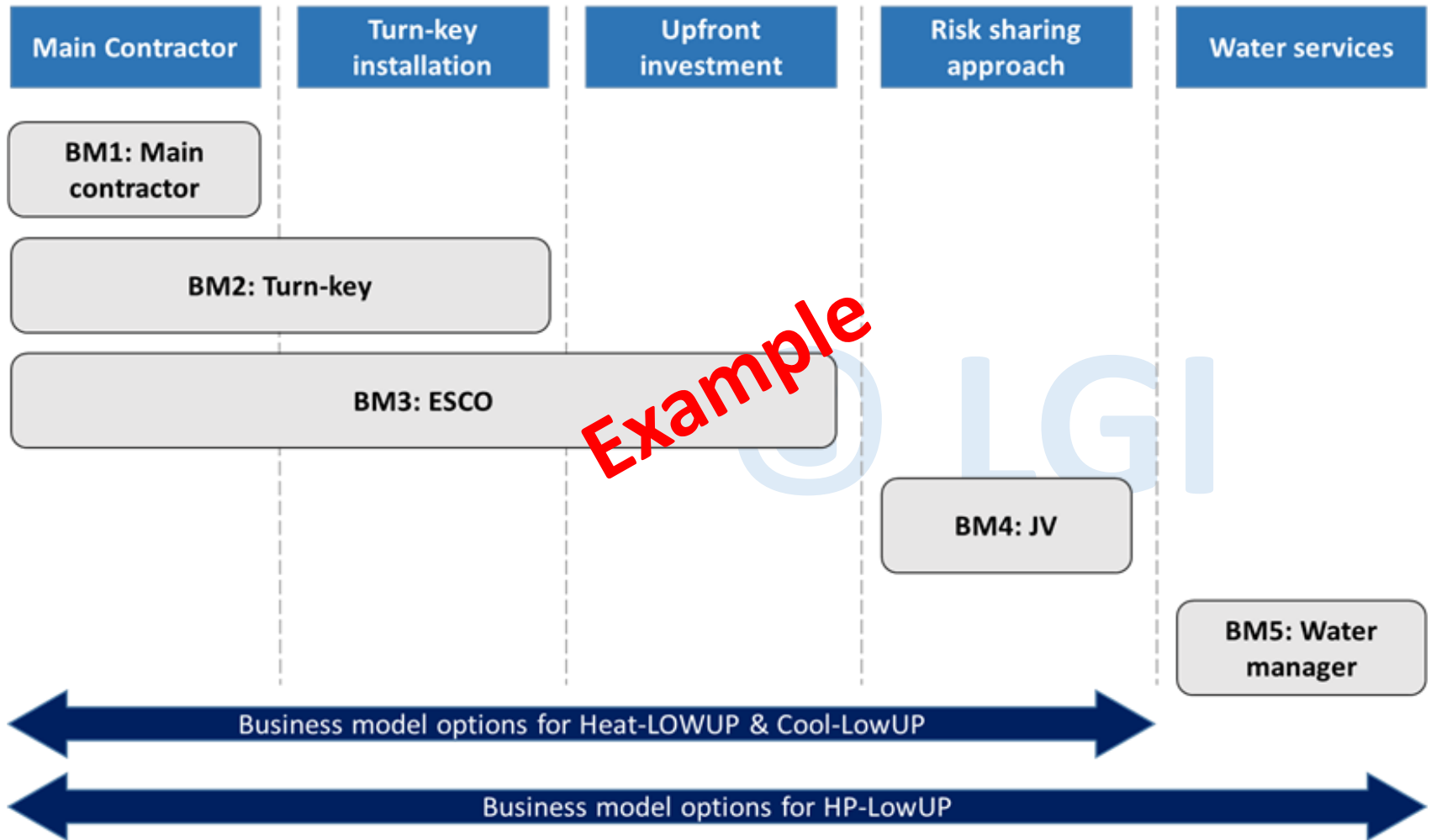
- The business plan will rely on knowledge generated in the project – at least partially
- Exploitation strategy based on intellectual property
➔ choose the best protection strategy
- Balance between open and closed dissemination for project deliverables
 - Closed ➔ you can choose your exploitation strategy
 - Open ➔ you can enable other players in your ecosystem



Align business plan & exploitation strategy

- When developing an integrated system (with several partners developing several tech bricks) → develop an **integrated business model / business plan**
- Each partner defines their IP exploitation strategy, but an integrated strategy is required
- One of the partners may be mandated to define / consolidate the exploitation strategy for the integrated system
 - Either system integrator, or neutral innovation manager

Define business model options



Towards the market

- Analyse target markets
 - Users' needs analysis
 - Qualify the current markets and how you intend to disrupt them (based on performance indicators)
 - Market sizing
 - Market barriers
 - Market penetration strategy

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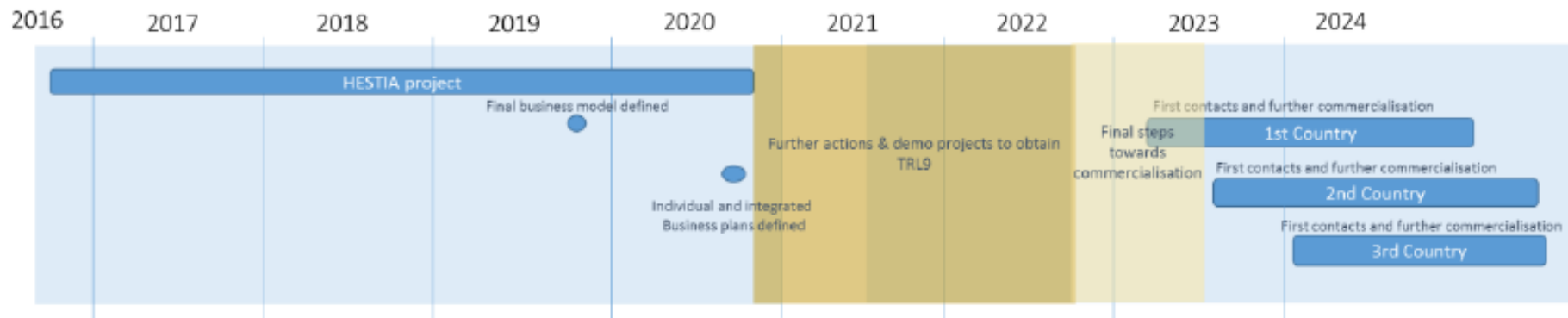
Development & commercialization plan

- Business Plan
 - Costing of future developments (piloting, scaling-up...)
 - Revenue stream(s)

	Large-scale Validation				Commercialisation											
(figures in euros)	N. Units	2021	N. Units	2022	N. Units	2023	N. Units	2024	N. Units	2025	N. Units	2026	N. Units	2027	N. Units	2028
HP System+SEM	10	€ 30.130,00	30	€ 90.390,00	150	€ 742.500,00	450	€ 2.227.500,00	800	€ 3.960.000,00	1100	€ 5.445.000,00	2200	€ 10.890.000,00	4400	€ 21.780.000,00
HP System+RES+SEM	30	€ 183.390,00	50	€ 305.650,00	300	€ 2.415.000,00	700	€ 5.635.000,00	1200	€ 9.660.000,00	1600	€ 12.880.000,00	2400	€ 19.320.000,00	3000	€ 24.150.000,00
Total Revenues		€ 213.520,00		€ 396.040,00		€ 3.157.500,00		€ 7.862.500,00		€ 13.620.000,00		€ 18.325.000,00		€ 30.210.000,00		€ 45.930.000,00
EU grant (+)																
Other financial resources (+)		€ 400.000,00		€ 400.000,00												
Total Financial resources		€ 400.000,00		€ 400.000,00		€ -		€ -		€ -		€ -		€ -		€ -
TOTAL INFLOWS		€ 613.520,00		€ 796.040,00		€ 3.157.500,00		€ 7.862.500,00		€ 13.620.000,00		€ 18.325.000,00		€ 30.210.000,00		€ 45.930.000,00
R&D costs (-)		€ 200.000,00		€ 200.000,00		€ 10.000,00		€ 100.000,00		€ 100.000,00		€ 50.000,00		€ 50.000,00		€ 50.000,00
Demonstration costs (-)		€ 100.000,00		€ 100.000,00												
Administrative costs (-)		€ 80.000,00		€ 80.000,00		€ 100.000,00		€ 100.000,00		€ 100.000,00		€ 100.000,00		€ 100.000,00		€ 100.000,00
Other costs (-)																
RES and other supplies (-)	30	€ 81.000,00	50	€ 135.000,00	300	€ 810.000,00	700	€ 1.890.000,00	1200	€ 3.240.000,00	1600	€ 4.320.000,00	2400	€ 6.480.000,00	3000	€ 8.100.000,00
Sales & Marketing costs (-)		€ 50.000,00		€ 50.000,00		€ 100.000,00		€ 150.000,00		€ 150.000,00		€ 150.000,00		€ 180.000,00		€ 200.000,00
Manufacturing costs (-)	40	€ 120.520,00	80	€ 241.040,00	450	€ 905.850,00	1150	€ 2.314.950,00	2000	€ 4.026.000,00	2700	€ 5.435.100,00	4600	€ 9.259.800,00	7400	€ 14.896.200,00
TOTAL OUTFLOWS		€ 631.520,00		€ 806.040,00		€ 1.925.850,00		€ 4.554.950,00		€ 7.616.000,00		€ 10.055.100,00		€ 16.069.800,00		€ 23.346.200,00
TOTAL CASH FLOW		€ 18.000,00		€ 10.000,00		€ 1.231.650,00		€ 3.307.550,00		€ 6.004.000,00		€ 8.269.900,00		€ 14.140.200,00		€ 22.583.800,00
CUMULATED CASH FLOW		€ 18.000,00		€ 28.000,00		€ 1.203.650,00		€ 4.511.200,00		€ 10.515.200,00		€ 18.785.100,00		€ 32.925.300,00		€ 55.509.100,00

Development & commercialization plan

- Path to commercialization
 - Identify future development steps and market rollout



- Commercialization strategies must be detailed
 - Partners' individual plans
 - Collective strategy (JV mentioning partners share, exploitation agreements, licensing...)

Conclusion

1. Define exploitation strategy
 - Who will own & exploit what, and how
 - Joint exploitation
2. Analyse target market
 - Market structure, size, players, obstacles...
3. Describe business cases
 - How will I enter / disrupt the market
 - Based on SWOT + economics
 - Business model options
4. Show post-project perspectives
 - Future developments (time & money) towards market uptake
 - Identify future barriers and address them already in your project
5. Plan to finalise the marketing work during the project
 - Markets, Business models, Business Plan... they should be described in the proposal, but can be developed as tasks in the project (especially as they often depend on actual performance results)



Some quotes from evaluation reports (ESR)

« The proposal presents a detailed and convincing description of the exploitation plan which foresees **several exploitation routes and strategies with measurable indicators** »

« The participation of **SMEs** is expected to ensure the spread of good practices within the value chain, which is positive »



« The proposal does not describe adequately **how existing barriers will be overcome** to achieve expected outcomes »

« The exploitation plan is of a conventional nature and **lacks sufficient details** in terms of strategy »

« The need for **keeping a considerable number of deliverables confidential** is not convincingly justified and could restrict the deployment potential of the approach »

Finally: demonstrate you will make a difference

- Demonstrate the future impact of your project, in terms of **business** (economics, innovation, jobs) as well as **environment, society, safety...**
- Present detailed plans to reach your impact
 - Embark users in your consortium and/or in a user group
 - Show how you will address non-technological barriers to the market
 - Business modelling / planning tasks can be included in the project
 - One partner can act as exploitation manager, independently from the technology developers
- Consider all types of innovation:
 - Technology, service, social, business model, process, marketing...
 - Disruptive or incremental

THANK YOU FOR YOUR ATTENTION

LGI, your partner for Horizon 2020

- Project strategy, consortium building, proposal writing
- Partner / subcontractor
 - *Addressing non-technological innovation (markets, barriers, business modelling, stakeholder management...)*
 - *Collaborative project management*
 - *Public communication*
 - *Web solutions for your project or your innovation*

Communication & Design

Programme Management

Innovation Strategy

Digital Solutions

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BACKUP SLIDES: ABOUT LGI



Value proposition

- As an **international sustainable innovation consultancy**, LGI is an actor of the ecosystem for the environmental, energetic, territorial and societal transition
- Our value proposition lies in the support to innovation seen as a **flux between science & technology, skills, society and market**
- Our main interventions range from **advising on innovation strategies** to **supporting research and innovation projects & networks** and **communicating innovation**

About the company



LGI Consulting:

European innovation service provider
focused on value creation



20 people foreseen in 2016

- Multidisciplinary profiles: Engineering & scientific / Business, Legal & Financial / Communication / IT
- International team

€1.75M turnover (2014)

Active in 15 countries

Wide network of experts & partners

Our services

Innovation Strategy

*Technology scouting, innovation assessment
Business model innovation, design thinking,
'blue ocean' strategies for value creation
Market & economics
Scenarios & Roadmapping
IPR & Exploitation strategies
Innovation workshops*

Management Consulting

*Financing of innovation
Collaborative R&D programmes
Project management
H2020 training & proposal writing
Knowledge management
Services to innovation clusters
Innovation management*

Communication & Design

*Communication strategy
Communication toolkits
Web & Multimedia production
Content authoring
Event management*

Digital Solutions

*Conception of tailored solutions
Development of web and mobile collaborative applications
Open Innovation Software*



LGI and EU programmes

- Our **approach** to collaborative projects
 - Proposal writing
 - Involvement in projects (as *coordinator*, *partner* or *subcontractor*)
 - Project management
 - Communication, societal engagement, knowledge management
 - Exploitation manager, innovation studies, market analyses, business modelling, stakeholder analyses, technology mapping...
 - Deployment of our web & mobile collaborative toolbox to support the projects
 - Training & coaching on **Horizon 2020**
 - About our training programme:
<http://lgi-consulting.com/horizon-2020-training-courses/>
- Our **track record** with European R&D projects (2005-2015)
 - 35 EU projects funded (FP6, FP7, H2020)
 - Of which 4 coordinated by LGI
 - More than 130 M€ in funding raised
 - Approx. 65% success rate

Our clients

Large firms

- Air Liquide
- Allianz
- ArcelorMittal
- AREVA
- Bekaert
- BNP Paribas
- COWI
- DCNS
- EDF
- E.ON
- ENGIE
- Geodis
- PSA Peugeot Citroën

Startups & SMEs

- Agilent Technology
- ARIA Technologies
- Atheneum Partners
- Calayan
- Chaikana
- Climate Data Factory
- ConceptSpine
- ElecBiomasa
- Environics
- Gillemot
- Giraud International
- IES
- Isocycle
- IUT GmbH
- Outreach
- Theia Partners
- Vasseur

Universities & Higher education

- Aalborg University (Denmark)
- UA Barcelona (Spain)
- Bulgarian Acad. of Science
- U. Cambridge (UK)
- UC Cork (Ireland)
- UMG Catanzaro (Italy)
- ESIEE Amiens (France)
- Universiteit Gent (Belgium)
- U. Leeds (UK)
- U. Angers (France)
- U. Orléans (France)
- U. du Maine / Le Mans (France)
- U. Paris I Sorbonne (France)
- U. Picardie J.Verne (France)
- NTNU (Norway)

Research & Technology Organisations

- CEA (France)
- CNRS (France)
- Ifsttar (France)
- Inria (France)
- Inserm (France)
- EC Joint Research Centre (JRC)
- Leitat (Spain)
- MTA-EK (Hungary)
- NCBJ (Poland)
- NRG (Netherlands)
- TECNALIA (Spain)
- UJV (Czech Rep.)
- VTT (Finland)

Clusters

- EERA (EU Energy Research Alliance)
- Eur. Society of Anesthesiology
- IRTS
- NUGENIA
- PROMETIA
- PFA (Filière Automobile Française)
- Pôles Mov'eo, Pegase, SAFE...
- SNETP

Gov & Non-Gov

- ADEME
- EFS (French Blood Institute)
- European Commission
- FNE (France Nature Environnement)
- IRSN

Geographical coverage

- Present in France, Belgium & Spain
- European scale of action



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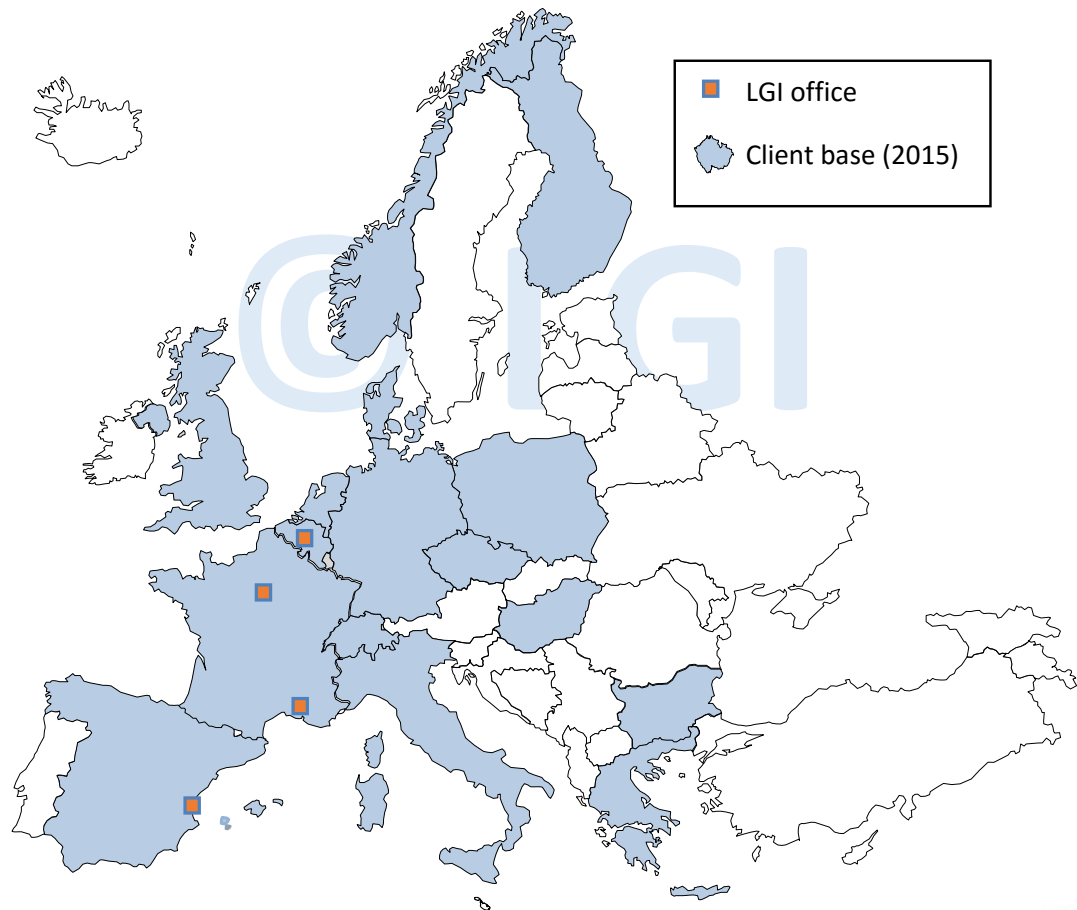
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